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Financial Profile of Cooperatives Handling Grain:

First-Handlers, \$5 Million to \$14.9 Million in Sales



**Financial Profile of Cooperatives Handling Grain:
First-Handlers, \$5 Million to \$14.9 Million in Sales**

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Abstract

This report presents basic information on local cooperative associations that are first-handlers of grain, hereafter referred to as first-handlers or grain cooperatives. Qualifying associations had annual sales in 1983 of between \$5 million and \$14.9 million, with grain sales accounting for more than half of total value of sales. Most associations also handle farm supplies and provide related services.

Key words: cooperative, financial, grain, elevators

Preface

This report is based largely on balance sheet and operating statement data collected as part of an ACS survey of 2,275 grain marketing cooperatives. Other types of information such as membership, volume of grain handled, and storage capacity were obtained from first-handler cooperatives. All information in this report is from 503 first-handler local associations that recorded total sales of \$5 million to \$14.9 million in calendar year 1983, of which more than 50 percent was from sales of grain. The 503 constitute about 67 percent of their total population. Most of these cooperatives were diversified, also handling farm supplies and providing many other related services.

This report examines the operating and financial data for these first-handler locals related to several grouping factors—grain storage capacity, total sales, total assets, and net savings. In addition, the associations that handled predominantly corn/soybeans, wheat/sorghum, wheat/barley and wheat/barley/oats were summarized separately and compared. Regardless of how they are grouped, the associations are not homogeneous. Even those comparable in terms of total dollar sales, for example, will vary considerably as to proportion of grain sales.

All information included is based on condensed balance sheets and operating statements. Because of variations in accounting and auditing practices and terminology, it was necessary to adjust financial reports to ensure data comparability.

The specific information presented in this report should help cooperative management and boards make sound business decisions as they confront new problems and the need for increasing amounts of capital for improved or new facilities and/or services. Such information can be used as guidelines for success and pitfalls to avoid. Using information for your own cooperative, you can compare it with others of a similar size (see inside back page of this publication).

This is the second publication in a planned three-part series. The third will cover grain-handling cooperatives that had dollar sales of \$1 million to \$4.9 million; the first, ACS Research Report 53, covered those with \$15 million or more total sales.

Glossary

Current assets - The dollar value of assets that can be readily converted into cash without interfering with the normal business operations.

Investments - The dollar value of investments in other business organizations, mostly cooperative associations, and deferred patronage.

Fixed assets - Dollar value of property, structures and equipment (less depreciation), land, construction in progress, and capital leases.

Other assets - All other assets such as bond cost amortization, and deferred and prepaid expenses.

Current liabilities - The dollar value of liabilities to be paid, including that portion of long-term debt due in a year or less and patronage refunds payable.

Long-term liabilities - The dollar value of all debts with a maturity of more than 1 year, such as debentures, notes, industrial revenue bonds, and mortgage notes.

Net worth or equity capital - The dollar value of owners' equity listed in the equity sections—includes common/capital/preferred stock, allocated/unallocated earnings, per-unit retains, and certificates of indebtedness and membership.

Gross margins - The dollar value of the sales of grain and farm supplies less cost of goods sold.

Other operating income - The dollar value of storage and handling fees, service revenue, load-out fees, cleaning, mixing, commission, drying, finance charges, etc.

Nonoperating income - The dollar value of net interest income/expenses, gain or loss from the sale of assets, dividends on stock, and patronage refunds from other cooperatives.

Gross income - The dollar value of gross margins plus other operating income and nonoperating income.

Total expenses - The dollar value of labor, administrative, and other general expenses, such as depreciation, repairs, utilities, and property taxes.

Labor expense - The dollar value of salaries and wages and fringe benefits, including social security, workers' compensation, unemployment, retirement, hospitalization, bonuses, and other expenses directly related to labor.

Net savings (losses) - The dollar value of gross income minus total expenses before income taxes.

Allocation of net savings - The dollar value of the net savings (1) paid in cash as patronage refunds, (2) paid in cash as dividends or interest on stock, (3) allocated to patrons on the book, (4) retained as equity/unallocated retained earnings, (5) allocated to an educational fund, and (6) set aside for income taxes (Federal and State).

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Highlights and Conclusions

This report presents information on the physical and financial structure of 503 local first-handlers-of-grain associations with 1983 sales of \$5 million to \$14.9 million. These cooperatives constitute about 67 percent of their nationwide population. Analysis of records for these associations revealed the following:

- Total membership ranged from 79 to 7,500, and averaged 689 per association.
- Grain producers accounted for 65 percent of total membership.
- Total grain storage capacity per association was 1,384,579 bushels.
- The grain turnover rate for 1983 was 1.44 times.
- Total grain marketed per cooperative averaged 1,988,036 bushels.
- Corn was the leading grain handled, followed by wheat and soybeans.
- Eighty-four percent of the associations' headquarters were located on a railroad.
- Grain and farm supplies sales averaged \$8,700,144 per association. Grain sales accounted for nearly 78 percent of the total.
- Labor and related expenses comprised 42 percent of total operating expenses.
- Total value of assets amounted to nearly \$1.6 billion, or \$3,134,754 per association.
- Current assets accounted for 44 percent of total assets; fixed assets, 36 percent; investments and other miscellaneous items, the remaining 20 percent.
- Equity capital of these first-handlers totaled \$906 million, averaged \$1,801,248 per association, and was equivalent to 57.5 percent of total assets.
- Current liabilities were equivalent to 30 percent of total assets, and long-term liabilities were 12.5 percent. The current ratio was 1.47 to 1.
- Aggregate net savings before income taxes and allocations amounted to \$84.4 million, or \$167,967 per association. Net savings for those associations with savings for the year averaged \$203,969; those with net operating losses averaged \$78,982 each.
- Wheat-barley associations had more than double the net savings of corn-soybean and wheat-barley-oats associations.
- Patronage from other cooperative associations amounted to nearly 14 percent of net savings.
- Patronage allocations to user-members accounted for nearly 58 percent of net savings, of which 34 percent was paid in cash.
- Substantial change has taken place over time in the financial structure of cooperatives that are first-handlers of grain — How does yours compare with others for 1983? See appendix tables 1-24 and table A format (inside back page).

Grain-handling cooperatives in the late 1970's and early 1980's are characterized by accelerated growth, diversification, consolidation, modernization, and retrenchment, all of which have important financial implications.

If grain-handling cooperatives are to adjust successfully to changing economic conditions, they must first command the necessary capital. Grain-handling cooperatives finance their operations through standard procedures used by other businesses in addition to those unique to cooperatives, such as revolving funds. Financing is through producer-members, local banks, Banks for Cooperatives, and other financial institutions and, in some cases, the investing public.

In the past, many of the grain-handling cooperatives were small associations struggling to better the economic conditions of farmers through cooperative action. They furnished much of the capital needed to operate their associations themselves. Over the years, many have continued to follow this and other traditional and sometimes restrictive patterns of financing their operations. For the purpose of expanding their operations, however, grain-handling cooperatives found that they could not do so on internal, or equity financing. To meet their increasing financial needs and realize economies of scale, many found it necessary to borrow capital.

New approaches are needed today if cooperatives are to continue to grow and be economically sound. Adequate financing and sound financial management are critical. Financial management is probably the most important and complex managerial activity in the operation of grain-handling cooperatives today. Determining capital needs and establishing priorities are critical areas in decisionmaking. Financial planning by grain-handling cooperatives should include (1) the generation of more permanent capital to replace or supplement revolving types of capital, (2) equitable membership participation in financing, and (3) maximizing financial leverage if used.

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FIRST-HANDLER CHARACTERISTICS

This study presents available basic information on the financial structure and related operating characteristics of cooperatives that are first-handlers of grain (referred to hereafter as first-handlers or grain cooperatives) with sales of \$5 million to \$14.9 million in 1983, of which more than 50 percent was from sales of grain. Most of these cooperatives were diversified, also handling farm supplies and providing many related services.

The 503 grain cooperatives in this study averaged 689 members per association in 1983. Individual association membership ranged from 79 to nearly 7,500. Grain producers accounted for 65 percent of total membership (table 1). Nineteen percent of the grain cooperative associations had only grain producers as members.

Key terms used in this report are defined in the glossary on the preceding pages.

Storage Capacity

The grain cooperatives reported an estimated 696,443,303 bushels of total grain storage capacity. This represented nearly 9 percent of total U.S. off-farm storage capacity in 1983. Grain storage capacity ranged from 45,000 to 7 million bushels and averaged 1,384,579 bushels per association, or 830,087 bushels per location (table 2). These local cooperative associations collectively had an annual average turnover rate (grain marketed volume/storage capacity) of 1.44 (table 2). The turnover rate declined significantly with an increase in grain storage capacity per association. A high-storage utilization rate is important to maintaining a profitable business. A low turnover rate generally requires a higher per-bushel margin to cover the cost of operations.

Grain Volume Marketed and Sales

The local grain cooperative associations studied marketed nearly a billion bushels of grain during the 1982 crop year.

Table 1—Membership composition, by total membership, 1983

Total membership	Distribution		Membership	
	First-handlers	Total membership	Total	Grain producers
Number	Percent	Number	Percent	
Less than 250	7.7	2.1	186	80.7
250-499	31.4	17.3	379	75.8
500-749	32.2	28.6	612	71.2
750-999	13.3	17.3	895	66.0
1,000-1,249	7.2	11.0	1,055	56.9
1,250-1,499	3.8	7.3	1,328	54.7
1,500-1,749	1.4	3.1	1,562	53.4
1,750-1,999	1.0	2.6	1,821	58.8
2,000 or more	2.0	10.7	3,696	48.1
All associations	100.0	100.0	689	65.2

Table 2—Grain storage capacity, marketed, and sales, by grain storage capacity, 1983

Storage capacity	Elevator storage capacity			Locations per association	Grain marketed per association	Turn-over rate	Proportion grain of total sales
	Distribution	Per association	Per location				
Million bushels	Percent	----- Bushels -----		Number	Bushels	Times	Percent
Less than 0.5	14.9	335,180	282,455	1.2	1,624,212	4.85	78.7
0.5-0.99	26.2	750,423	544,263	1.4	1,683,896	2.24	75.6
1.0-1.49	25.8	1,221,342	767,027	1.6	1,927,369	1.58	77.2
1.5-1.99	12.9	1,731,784	938,050	1.8	2,275,782	1.31	78.5
2.0-2.49	9.0	2,186,404	1,130,899	1.9	2,426,790	1.11	79.1
2.5-2.99	5.0	2,712,833	1,255,941	2.2	2,504,703	.92	77.1
3.0-3.99	2.6	3,294,421	1,297,802	2.5	2,566,909	.78	78.7
4.0-4.99	2.0	4,315,400	1,232,971	3.5	2,898,723	.67	81.4
5.0 or more	1.6	6,089,750	1,522,438	4.0	2,903,492	.48	93.7
All associations	100.0	1,384,579	830,087	1.7	1,988,036	1.44	77.9

Table 3—Grain marketed, total and per association, by type of grain, 1983

Type of grain	Grain marketed		Proportion of associations marketing	Distribution of marketings
	Total	Per association		
----- Bushels -----				
Wheat	261,744,679	520,367	77.9	26
Corn	434,165,751	863,153	87.9	43
Soybeans	167,288,289	332,581	80.3	17
Grain sorghum	59,232,328	117,758	29.8	6
Barley	35,023,781	69,630	24.3	4
Other ¹	42,527,158	84,547	81.9	4
Total	999,981,986	1,988,036	100.0	100

1—Includes sunflowers, flaxseed, rye, and oats.

Individual association volumes marketed ranged from 0.8 to 4.9 million bushels and averaged 1,988,036 bushels (table 2).

Corn was marketed by 88 percent of the associations and accounted for 43 percent of total grain volume marketed (table 3). Wheat was second with 26 percent, followed by soybeans with 17 percent (table 3).

Accessibility of Railroads

Recent abandonment of many of the rail lines used by elevators for years to move grain to market has eliminated this shipping alternative for a substantial number of local first-handlers. Although 16 percent of the associations' headquarters were not located on a rail line, they often had access to rail lines at one or more of their branch locations. Railroads serving the headquarters of these cooperative associations in 1983 are shown in table 4.

FINANCIAL STATEMENTS

The operating or income statement summarizes a business operation for a specified time, showing the sources of income, the nature of expenses, and the net savings or loss from operations. The balance sheet is a summary record of transactions during a period of time that indicates the organization's financial health.

Income Statement

Sales of grain and farm supplies totaled nearly \$4.4 billion, or \$8,700,144 per association (table 5). Grain as a proportion of total sales varied from 75.7 to 82 percent and averaged 77.9 percent for all groups. The largest associations—the 5 percent with total 1983 sales of at least \$14 million—accounted for more than 8 percent of total dollar sales, 82 percent of it grain. The smallest associations, nearly 17 percent of the total,

accounted for less than 11 percent of total sales.

Gross income of first-handlers averaged \$909,085 per association in 1983. Income was derived from margins on sales, service income, patronage refunds, and other nonoperating income. Sales to generate this income came from grain merchandising and farm supply sales. Margins on these sales accounted for 56 percent of gross income and other operating (service) income 42 percent (table 6).

Table 4—Railroads serving association headquarters, 1983

Railroad	Locations served		Distribution
	Number	Percent	
Burlington Northern	103	20	
Chicago and Northwestern	65	13	
Santa Fe ¹	43	9	
Union Pacific ²	51	10	
Illinois Central Gulf	29	6	
Norfolk Southern ³	16	3	
Soo Line ⁴	30	6	
Iowa Northern	11	2	
Chessie System ⁵	15	3	
Multiple railroads ⁶	16	3	
Other rail lines	43	9	
Not on railroad	81	16	
All associations	503	100	

1-Includes Atchison, Topeka, and Santa Fe.

2-Includes Missouri Pacific.

3-Includes Norfolk and Western.

4-Includes Milwaukee.

5-Includes Baltimore and Ohio and Chesapeake and Ohio.

6-Two or more railroads.

Table 6—Income and expenses per association and allocation of net savings, 1983

Item	Unit	
	Dollars	Percent
Income:		
Operating:		
Margins on sales	526,565	56
Other (service)	397,161	42
	923,726	
Nonoperating:		
Patronage refunds	23,178	2
Other	(37,819)	—
	(14,641)	
Gross income ¹	909,085	100
Expenses:		
Labor	308,947	42
All other	432,171	58
Total	741,118	100
Net savings before taxes ²	167,967	
Distribution of savings:		
Paid in cash	35,854	21
Allocated	70,977	42
Unallocated	61,136	37
Total	167,967	100

1-Margins on sales plus other operating income and all nonoperating income.

2-Savings before income taxes and allocations.

Table 5—Total and grain sales, by total sales, 1983

Total sales	Distribution of associations	Total sales		Grain sales	
		Per association	Distribution	Per association	Proportion of total sales
Million dollars	Percent	Dollars	Percent	Dollars	Percent
5.0-5.9	16.9	5,482,335	10.6	4,192,615	76.5
6.0-6.9	18.3	6,517,211	13.7	4,980,786	76.4
7.0-7.9	15.3	7,518,456	13.2	6,037,922	80.3
8.0-8.9	10.3	8,446,153	10.0	6,393,304	75.7
9.0-9.9	7.8	9,486,890	8.5	7,207,377	76.0
10.0-10.9	7.8	10,451,429	9.3	7,974,103	76.3
11.0-11.9	8.1	11,495,812	10.8	9,266,720	80.6
12.0-12.9	5.7	12,376,584	8.2	9,739,998	78.7
13.0-13.9	4.8	13,449,601	7.4	10,179,499	75.7
14.0-14.9	5.0	14,473,419	8.3	11,862,029	82.0
All associations	100.0	8,700,144	100.0	6,773,973	77.9

Table 7—Gross income, total and labor expenses, and net savings per association, by total sales, 1983

Total sales	Gross income	Total expenses	Labor expense		All other expenses		Net savings ¹	Distribution of savings
			Per association	Relative to total	Per association	Relative to total		
<i>Million dollars</i>								
5.0-5.9	607,738	495,478	214,881	43.4	280,597	56.6	112,260	11.3
6.0-6.9	726,837	598,074	250,434	41.9	347,640	58.1	128,763	14.0
7.0-7.9	784,176	634,555	259,132	40.8	375,423	59.2	149,621	13.6
8.0-8.9	926,894	761,891	323,288	42.4	438,603	57.6	165,003	10.2
9.0-9.9	915,755	766,712	324,392	42.3	442,320	57.7	149,043	6.9
10.0-10.9	1,172,536	941,971	391,047	41.5	550,924	58.5	230,565	10.6
11.0-11.9	1,086,839	877,631	356,684	40.6	520,947	59.4	209,208	10.1
12.0-12.9	1,233,873	1,082,891	441,656	40.8	641,235	59.2	150,982	5.2
13.0-13.9	1,455,735	1,066,156	449,451	42.2	616,705	57.8	389,579	11.1
14.0-14.9	1,337,580	1,102,072	448,426	40.7	653,646	59.3	235,508	7.0
All associations	909,085	741,118	308,947	41.7	432,171	58.3	167,967	100.0

¹Savings before income taxes and allocations.

Table 8—Net savings and patronage refunds received per association, by total sales, 1983

Total sales	Net savings ¹	Patronage from other cooperatives	Patronage income relative to net savings
<i>Million dollars</i>			
5.0-5.9	112,260	17,147	15.3
6.0-6.9	128,763	24,316	18.9
7.0-7.9	149,621	17,110	11.4
8.0-8.9	165,003	17,457	10.6
9.0-9.9	149,043	20,649	13.9
10.0-10.9	230,565	31,685	13.7
11.0-11.9	209,208	26,978	12.9
12.0-12.9	150,982	30,449	20.2
13.0-13.9	389,579	41,664	10.7
14.0-14.9	235,508	28,401	12.1
All associations	167,967	23,178	13.8

¹Savings before income taxes and allocations.

Operating expenses of the first-handlers amounted to \$741,118 per association (table 7). Labor comprised nearly 42 percent of the total. Net savings before taxes ranged from a \$335,000 loss to \$1.7 million, and averaged \$167,967 per association (table 8). Patronage refunds from other cooperatives, which averaged \$23,181 per association, accounted for nearly 14 percent of net savings.

Balance Sheet

Total value of assets of all first-handlers in 1983 was nearly \$1.6 billion. Cooperative association assets ranged from

\$326,000 to nearly \$17.5 million and averaged about \$3.1 million per association (table 9). Close to three-fourths of the associations studied had total assets of \$1.0-\$3.9 million.

The net book value of fixed assets averaged nearly \$1.1 million (table 10). Current assets were 44 percent of total assets; fixed assets, 36 percent; investments, mostly in other cooperatives, 19 percent; and other assets, less than 1 percent. Total liabilities (current and long-term) and member equity made up 43 and 57 percent, respectively, of their sum (table 10 and fig. 1).

Equity Capital

Equity capital provides the element of ownership and control that cooperatives must have to operate and grow. Equity capital also serves as a buffer for creditors to absorb operating losses as well as declines in asset values.

Total equity capital of the first-handlers at the close of 1983 amounted to more than \$906 million, an average of \$1.8 million per association, or \$2,616 per member (table 11).

The types of equity capital reported by the grain cooperatives at the close of 1983 and their relative importance are shown in table 11 and figure 2.

Equity is provided by patrons and others in several ways:

- The purchase of capital stock or other paper
- The investing of a portion of patronage refunds
- The contribution of capital through deductions from sales proceeds in the form of per-unit retains.

Table 9—Selected balance sheet data, by total assets, 1983

Total assets	Total assets per association	Proportion of total assets represented by—														
		Current assets	Investments	Net fixed assets	Other assets	Current liabilities	Long-term liabilities	Member equity								
Million dollars	Dollars	-----							Percent	-----						
Less than 1.0	764,136	43	12	42	3	24	6	70								
1.0-1.9	1,619,718	46	15	38	1	28	10	62								
2.0-2.9	2,472,361	45	20	34	1	29	10	61								
3.0-3.9	3,529,706	43	21	35	1	31	12	57								
4.0-4.9	4,454,371	43	20	36	1	31	15	54								
5.0-5.9	5,442,637	45	18	36	1	31	12	57								
6.0-6.9	6,325,836	47	18	35	(¹)	33	10	57								
7.0-7.9	7,263,701	43	16	41	(¹)	31	7	62								
8.0 or more	10,550,880	39	30	31	(¹)	32	29	39								
All associations	3,134,754	44	19	36	1	30	13	57								

1-Less than 0.5 percent.

Table 10—Balance sheet averages per association, 1983

Item	Unit	
	Dollars	Percent
Assets:		
Current assets	1,386,557	44.2
Investments	610,798	19.5
Fixed	1,116,958	35.6
Other	20,441	0.7
Total	3,134,754	100.0
Liabilities and member equity:		
Current liabilities	941,416	30.0
Long-term debt	392,091	12.5
Equity	1,801,248	57.5
Total	3,134,754	100.0

Two or all of these methods are commonly used by each cooperative.

Common stock (12 percent of total equity capital) is generally used as voting or membership stock by grain cooperatives. Limitations on ownership, transfer, surrender, cancellation, voting, etc., are most generally included in the articles of incorporation and often printed on the voting stock certificates. This is because ownership and control must remain with the members if an association is to qualify as a farmer cooperative under the Capper-Volstead Act and various State laws.

Equity certificates and allocated capital credits accounted for

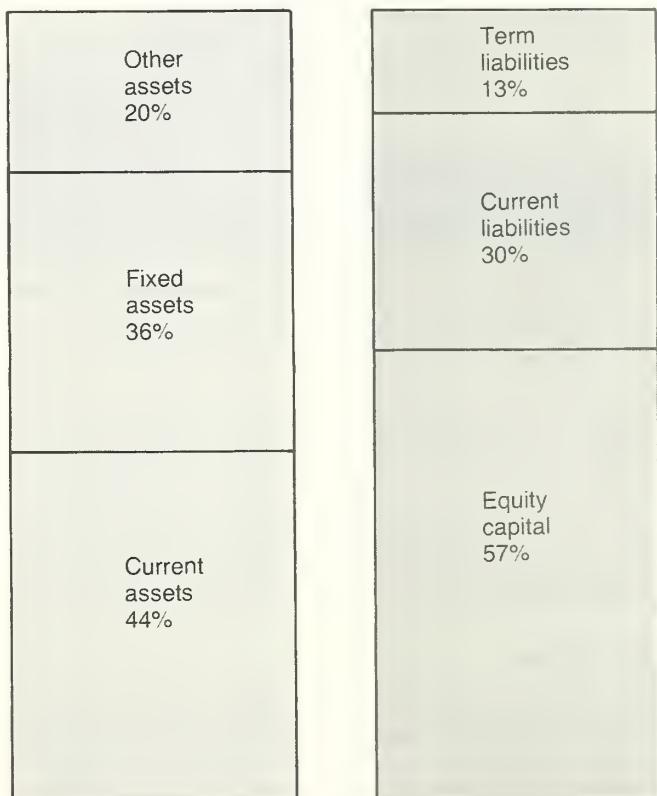
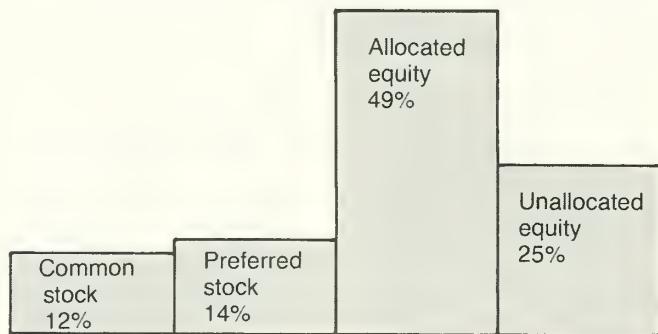
Figure 1—Condensed balance sheet for first handlers of grain (averaged \$3.1 million per association)

Table 11—Types and amounts of member equity capital, by total assets, 1983

Total assets	Member equity per association	Percentage of member equity represented by			
		Common stock	Preferred stock	Allocated equity	Unallocated equity
Million dollars	Dollars	-----	Percent	-----	-----
Less than 1.0	538,072	10	11	11	68
1.0-1.9	1,010,351	17	9	40	34
2.0-2.9	1,501,983	13	12	50	25
3.0-3.9	2,005,498	14	16	46	24
4.0-4.9	2,389,204	10	18	49	23
5.0-5.9	3,117,176	12	3	63	22
6.0-6.9	3,587,019	6	20	62	12
7.0-7.9	4,492,911	2	10	69	19
8.0 or more	4,135,428	16	48	19	17
All associations	1,801,248	12	14	49	25

Figure 2—Type of equity capital (averaged \$1.8 million per association)



49 percent of total equity capital; unallocated reserves accounted for 25 percent (table 11).

Aggregate net savings after taxes amounted to more than \$80.8 million, with more than \$11.6 million received as patronage refunds from other cooperatives. Net savings after taxes averaged about \$160,684 per association, of which \$23,178 was patronage refunds from other cooperatives. The latter represented nearly 14 percent of net savings before taxes (table 12).

Net Savings

Net savings figures in this report do not reflect all actual savings and value of services provided to members by the grain cooperatives. Many are buy-and-sell type cooperatives. Most grain cooperatives attempt to provide services close to actual cost; therefore, monies to be allocated at the end of the operating year are relatively small.

Table 12—Net savings and patronage income received per association, by total assets, 1983

Total assets	Net savings ¹	Patronage from other cooperatives	Patronage income relative to net savings
			Percent
Million dollars	----- Dollars -----	-----	Percent
Less than 1.0	47,508	4,847	10.2
1.0- 1.9	109,948	6,379	5.8
2.0- 2.9	135,301	21,574	15.9
3.0- 3.9	192,988	31,271	16.2
4.0- 4.9	171,571	30,854	18.0
5.0- 5.9	312,934	42,401	13.5
6.0- 6.9	316,334	37,360	11.8
7.0- 7.9	505,037	47,843	9.5
8.0 or more	534,990	48,018	9.0
All associations	167,967	23,178	13.8

¹Savings before income taxes and allocations.

Grain cooperatives involved in handling grain and farm supplies may realize a net savings from one activity and incur a net loss from the other. These savings and losses are not handled uniformly by all multifunction cooperatives as their bylaws generally differ on the matter. Because a cooperative is a single business entity with generally the same members participating in all functions, the results (net savings or loss) for the operating year typically are reported for the total business. The data for this study were collected on that basis.

Federal income tax laws stipulate that the portion of a cooperative's net savings distributed as patronage refunds is currently deductible before figuring income taxes. At least 20 percent of total patronage refunds must be paid in cash. Their payment has long been a trademark of local first-handlers of grain.

Table 13—Income sources, total expenses, and net savings per association, by net savings, 1983

Net savings (loss) ¹	Income source			Gross income	Total expenses	Net savings (loss) ¹	Gross income per dollar expenses
	Margins on sales	Patronage refunds received	All other				
<i>Thousand dollars</i>							
(100 or more)	493,277	35,180	366,015	894,472	1,060,983	(166,511)	0.84
(99)-0	479,820	30,779	242,590	753,189	786,322	(33,133)	.96
.001-99	420,051	18,526	233,376	671,953	617,523	54,430	1.09
100-199	501,270	20,588	290,896	812,754	667,295	145,459	1.22
200-299	550,531	26,652	381,101	958,284	709,177	249,107	1.35
300-399	638,537	19,920	490,224	1,148,681	804,105	344,576	1.43
400-499	739,423	17,989	593,647	1,351,059	905,511	445,548	1.49
500-999	863,214	40,293	964,070	1,867,577	1,236,738	630,839	1.51
1,000 or more	745,050	10,804	2,326,797	3,082,651	1,701,621	1,381,030	1.81
All associations	526,565	23,178	359,342	909,085	741,118	167,967	1.23

1-Savings before income taxes and allocations.

Table 14—Net savings allocations, by net savings, 1983

Net savings (loss) ¹	Distribution of associations	Net savings (losses) ¹	Distribution of net savings (losses)				Unallocated reserves	
			Patronage			Other ²		
			Paid in cash	Retained	Total			
<i>Thousand dollars</i>								
(100 or more)	4.4	(166,511)					100.0	
(99)-0	8.3	(33,133)					100.0	
.001-99	24.7	54,430	38	62	36.5	8.3	55.2	
100-199	29.2	145,459	33	67	46.7	5.8	47.5	
200-299	15.1	249,107	35	65	51.5	5.5	43.0	
300-399	9.1	344,576	32	68	61.1	6.1	32.8	
400-499	4.2	445,548	32	68	54.8	3.8	41.4	
500-999	4.6	630,839	39	61	67.7	5.4	26.9	
1,000 or more	.4	1,381,030	22	78	64.0	6.5	29.5	
All associations	100.0	167,967	34	66	57.5	6.1	36.4	

1-Savings before income taxes and allocations.

2-Includes dividends/interest on equity capital, an educational provision, and Federal and State income taxes.

At the close of 1983, aggregate net savings before income taxes and allocations was nearly \$84.4 million, or \$167,967 per association (table 13). Of this, \$72.8 million was operating savings and \$11.6 million was patronage refunds received from other cooperatives. Net savings per association member averaged about \$244.

Table 14 shows how first-handlers allocated net savings. Nearly 58 percent was patronage refunds, of which 34 percent was paid out as cash (fig. 3). About 4 percent was used to pay income taxes for 1983.

Table 15 shows the grain cooperatives' incomes and expenses by size of net savings. Table 16 shows the sources of income by size of net savings.

Separate operating statements and balance sheets were developed for both net savings and losses in 1983 (table 17). Net savings for the former group averaged \$203,969, compared with an average loss of \$78,982 for the latter group. Gross incomes for associations with net savings and those with losses averaged within \$123,000 of each other. Total

expenses per association, however, were 22 percent higher for those reporting losses.

The debt picture is very different for these two groups. Total debt, including the current portion of long-term debt, averaged \$1,698,803 per cooperative for those reporting losses, compared with \$1,280,251 for those reporting net savings. Total debt exceeded member equity by 17 percent and was 55 percent of total assets for the cooperatives reporting losses, while it represented only 45 percent of member equity and was only 41 percent of total assets for

those with net savings.

The current ratio for cooperatives reporting losses was 1.10 compared with 1.54 for those reporting savings. Member equity for the associations with losses was 45 percent, compared with 59 percent for those with savings. Cooperative associations have varying policies and agreements with patrons for handling losses. Some charge members directly for their share of the loss based on member patronage during the year, while others charge losses against allocated equity of members and often against unallocated equity.

Figure 3—Distribution of net savings

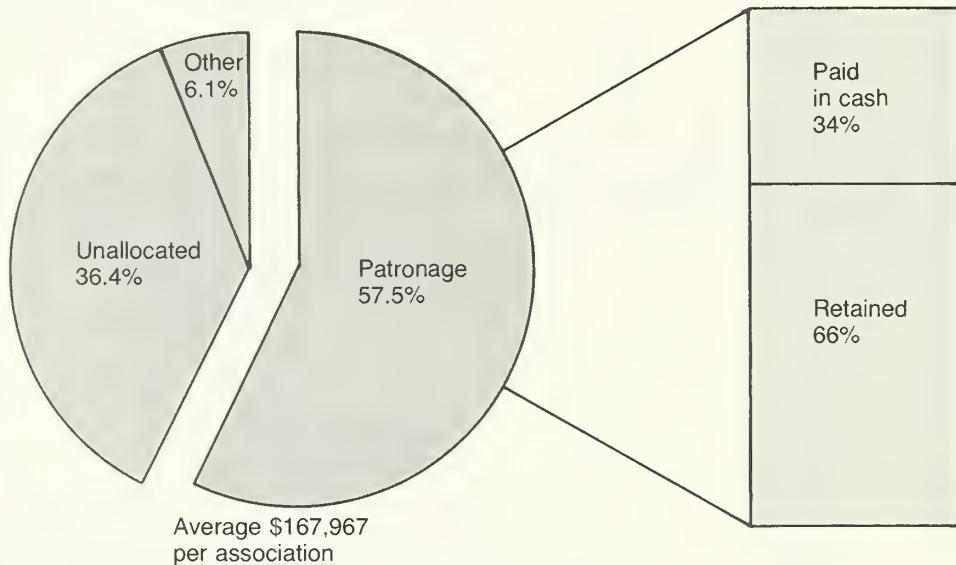


Table 15—Total sales, gross income, net savings, and expenses per association, by net savings, 1983

Net savings (loss) ¹	Total sales		Proportion grain of total sales	Gross income	Total operating income of gross income ²	Total expenses	Net savings (loss) ¹
	Per asso- ciation	Distribution					
Thousand dollars	Dollars	----- Percent -----		Dollars	Percent	----- Dollars -----	
(100 or more)	9,378,188	4.7	73.5	894,472	103.6	1,060,983	(166,511)
(99)-0	8,160,583	7.8	73.9	753,189	107.1	786,322	(33,133)
.001-99	7,935,284	22.5	77.4	671,953	103.1	617,523	54,430
100-199	8,093,787	27.2	77.2	812,754	101.8	667,295	145,459
200-299	9,218,754	16.0	82.4	958,284	101.5	709,177	249,107
300-399	9,684,616	10.2	80.3	1,148,681	100.1	804,105	344,576
400-499	10,552,563	5.1	78.5	1,351,059	100.2	905,511	445,548
500-999	11,410,503	6.0	73.4	1,867,577	96.9	1,236,738	630,839
1,000 or more	11,591,531	.5	88.8	3,082,651	96.9	1,701,621	1,381,030
All associations	8,700,144	100.0	77.9	909,085	101.6	741,118	167,967

¹Savings before income taxes and allocations.

²Total operating income is margins on sales plus other operating income.

Table 16—Selected sources of gross income per association, by net savings, 1983

Net savings (loss) ¹	Source of income						
	Margins on sales	Patronage refunds received	All other sources ²	Gross income	Margins on sales	Patronage refunds received	All other sources
<i>Thousand dollars</i>	<i>Dollars</i>						
(100 or more)	493,277	35,108	366,015	894,472	55	4	41
(99)-0	479,820	30,779	242,590	753,189	64	4	32
.001-99	420,051	18,526	233,376	671,953	62	3	35
100-199	501,270	20,588	290,896	812,754	62	2	36
200-299	550,531	26,652	381,101	958,284	57	3	40
300-399	638,537	19,920	490,224	1,148,681	56	1	43
400-499	739,423	17,989	593,647	1,351,059	55	1	44
500-999	863,214	40,293	964,070	1,867,577	46	2	52
1,000 or more	745,050	10,804	2,326,797	3,082,651	24	1	75
All associations	526,565	23,178	359,342	909,085	58	2	40

1-Savings before income taxes and allocations.

2-Includes operating and nonoperating income.

Table 17—Operating statement and balance sheet data per association reporting (losses) and savings, 1983

Item	Unit	All associations	Associations reporting (losses)	Associations reporting net savings ¹
Gross income	Dollars	909,085	801,754	924,733
Total expenses	Dollars	741,118	880,736	720,764
Net savings	Dollars	167,967	(78,982)	203,969
Total sales	Dollars	8,700,144	8,579,135	8,717,786
Grain sales	Dollars	6,773,973	6,330,683	6,838,598
Share of total	Percent	77.9	73.8	78.4
Turnover rate	Times	1.44	1.53	1.42
Current assets	Dollars	1,386,557	1,330,434	1,394,739
Investments	Dollars	610,798	710,332	596,288
Fixed assets	Dollars	1,116,958	1,025,153	1,130,342
Other	Dollars	20,441	35,527	18,241
Total assets	Dollars	3,134,754	3,101,446	3,139,610
Current liabilities	Dollars	941,416	1,204,339	903,086
Long-term liabilities	Dollars	392,090	494,464	377,165
Equity	Dollars	1,801,248	1,402,643	1,859,359
Total liabilities and equity	Dollars	3,134,754	3,101,446	3,139,610
Current ratio	—	1.47	1.10	1.54
Member equity	Percent	57	45	59
Net savings /total assets	Percent	5.36	(2.55)	6.50

1-Savings before income taxes and allocations.

FINANCIAL STATEMENT ANALYSIS

Financial and operating ratios offer, with limitations, a means of showing relationships between items in the financial statement of a business operation and are a useful tool in helping analyze a cooperative's financial and operating relationships. These ratios can indicate but not solve problems. They are largely descriptive but can serve as guidelines for planning purposes. For ratios to aid meaningfully in formulating actions, management must understand their limitations. This involves not only the type of operation the ratio represents but also the period of time being examined. The situation is further complicated because both items in a ratio are subject to wide variation and there are no fixed standards or hard and fast rules for evaluating or interpreting a ratio.

Financial analysis means selecting the various factors for looking at the cooperative's overall condition. Things to consider are its ability to (1) meet current obligations, (2) earn a satisfactory return on investment, (3) withstand external or internal financial problems, (4) raise capital when needed, and (5) perform efficiently.

In using ratios, management must first determine what it wants to analyze, then select the appropriate ratio(s). Ratios

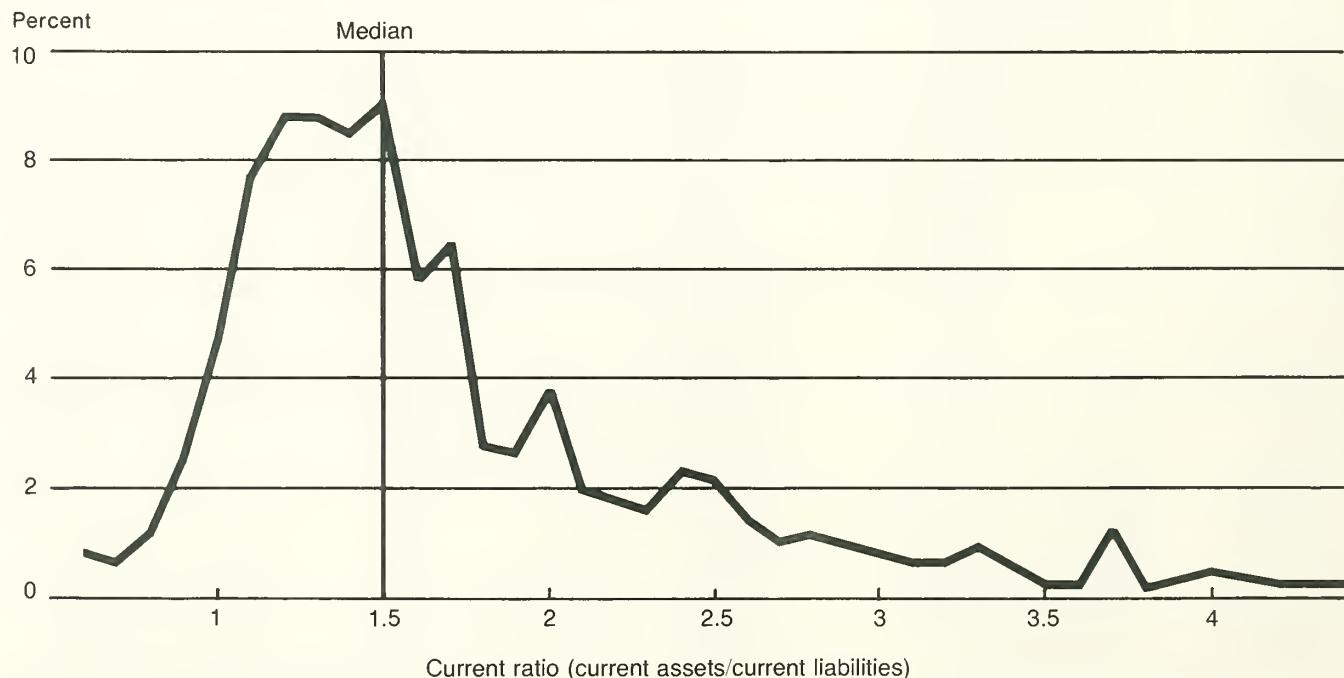
are susceptible to change as conditions change. They must be revised continuously. At best, ratios are approximations and their use is limited because of differences attributed to such factors as type of business (grain, farm supply), time of year closing, different accounting procedures, and utilization of financial resources. Several ratios are worthy of discussion as they relate to the cooperatives in this study.

Selected group ratios (low, average, high) for the combination of four different groupings of the cooperatives studied—storage capacity, total sales, total assets, and net savings—are summarized in table 18. The complete sets of ratios are contained in appendix tables 5, 6, 11, 12, 17, 18, 23, and 24.

The *grain turnover ratio* indicates the use efficiency of the available grain elevator storage space. In this study, the grain volume handled by all associations in 1983 averaged 1.44 times storage capacity. The range for the various groups was from 0.48 to 4.85.

The *current ratio* expresses the relationship between current assets and current liabilities and serves as a general measure of liquidity, or of the cooperative's ability to meet current obligations to creditors. It shouldn't be used without analyzing the individual accounts that comprise current assets. However, it is possible to have a favorable current ratio and

Figure 4—Distribution of grain co-ops by the current ratio, 1983



not be able to meet current debt obligations because of a long accounts receivables collection period and/or slow-moving inventories. This ratio averaged 1.47 for all associations (table 18). This means that, on average, \$1.47 of current assets was available for each dollar of current liabilities (fig. 4). Looking at the classifications in the four appendix tables (5, 11, 17, 23) containing current ratios, it ranged from 1.02 to 1.85.

Some ratios can give an indication of balance sheet strength and the claims of the members and debtors on the assets owned by the cooperative.

In this study, owners' equity for the first-handlers averaged nearly 57 percent of total assets. Owners' equity was equivalent to 97 percent of the noncurrent assets, which comprised more than 57 percent of total assets.

Depending upon the classification of the various items in the financial statement, member equity ranged from a low of 44 percent (table 19) to a high of 70 percent (table 20). Management should also compute and evaluate certain related ratios, like the amount of debt to the amount of money the members have in the cooperative and the dollar value of fixed assets that the debt

Table 18—Selected overall ratios/percent, 1983

Item	Value		
	Low	Average	High
Grain turnover rate (times)	0.48	1.44	4.85
Current ratio	1.02	1.47	1.85
Equity/total assets	.39	.57	.70
Total liabilities/total assets	.30	.43	.61
Debt/equity	.14	.40	.97
Debt/assets	.10	.23	.38
Total sales/total assets	1.12	2.78	8.48
Gross margins/total sales (percent)	2.98	6.05	10.20
Net savings/total sales (percent)	(1.78)	1.93	11.91
Labor expenses/total expenses (percent)	38.10	41.70	43.40
Net savings/equity (percent)	(10.33)	9.33	27.18
Net savings/total assets (percent)	(4.51)	5.36	17.36

NOTE: Selected from four groupings: grain storage capacity, total assets, total sales, and net savings. See appendix tables 1-24.

Table 19—Selected balance sheet ratios, by net savings, 1983

Net savings (loss) ¹	Distribution of associations	Grain turnover rate	Current ratio	Equity		Total assets	Total liabilities	Debt	Total assets	Debt	Total sales
				Total assets	Equity						
Thousand dollars											
(100 or more)	4.4	1.34	1.02	0.44	0.56	0.81	1.29	0.35	2.54		
(99)-0	8.3	1.67	1.17	.46	.54	.81	1.16	.38	2.92		
.001-99	24.7	1.93	1.33	.52	.48	.52	.91	.27	3.23		
100-199	29.2	1.64	1.51	.57	.43	.38	.75	.22	2.87		
200-299	15.1	1.42	1.62	.61	.39	.34	.64	.20	2.88		
300-399	9.1	1.14	1.74	.66	.34	.21	.52	.14	2.55		
400-499	4.2	1.13	1.85	.67	.33	.26	.50	.18	2.31		
500-999	4.6	.81	1.77	.64	.36	.29	.57	.19	2.04		
1,000 or more	.4	.61	1.60	.64	.36	.30	.57	.19	1.46		
All associations	100.0	1.44	1.47	.57	.43	.40	.74	.23	2.78		

¹-Savings before income taxes and allocations.

and member equity support.

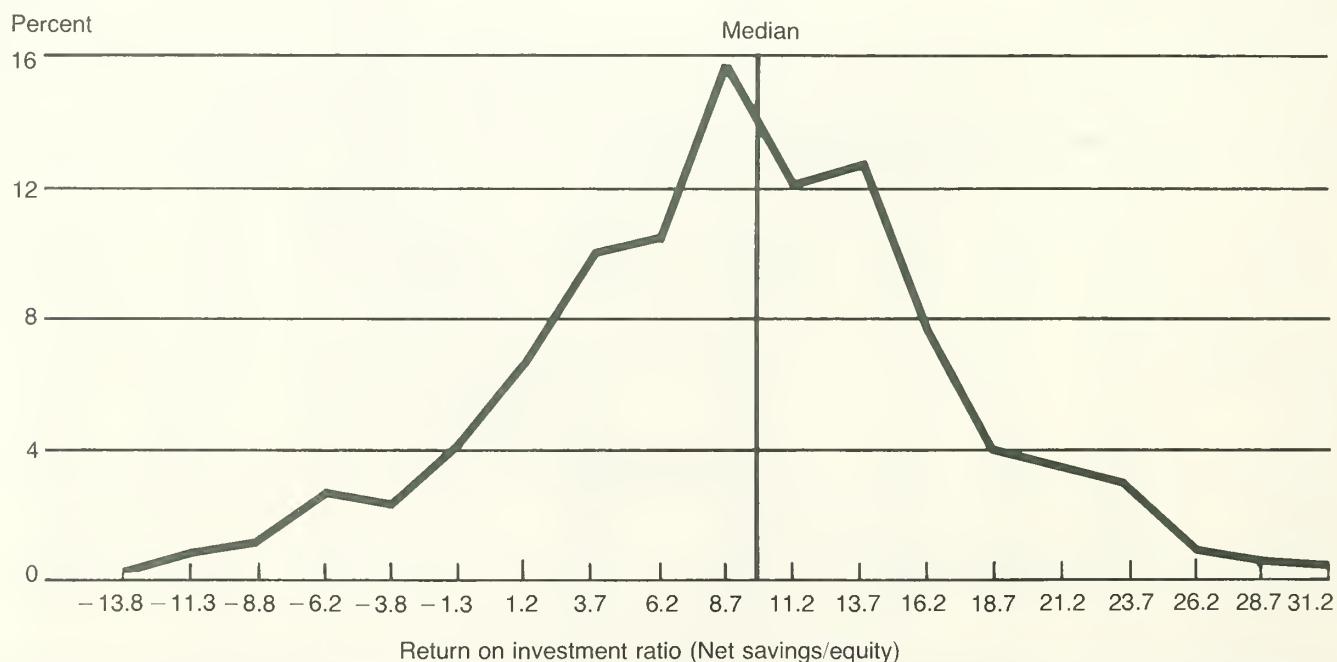
The *liabilities/net worth (equity)* ratio indicates the amount of money the members owe creditors in relation to the amount of money invested by members. If long-term liabilities are a major part of total liabilities, the ratio may be greater because management has a longer timespan during which to solve any financial problems.

The *net savings/equity* ratio is most commonly used to measure return on investment. For all associations, net savings as a percent of equity ranged from a negative 10.33 to a high of 27.18, and averaged 9.33 percent (table 21). This means that, on average, member patrons earned 9.33 cents for each dollar they had invested in the cooperative. The frequency distribution of the grain cooperatives by rate of return is shown in figure 5.

Table 20—Selected balance sheet ratios, by total assets, 1983

Total assets	Distribution of associations	Grain turnover rate	Current ratio	Equity		Total liabilities		Total liabilities		Debt Assets	Total sales Total assets
				Total assets	Total assets	Total assets	Debt Equity	Equity	Equity		
Million dollars	Percent	Times	-----	-----	-----	-----	-----	-----	-----	-----	-----
Less than 1.0	2.8	3.23	1.81	0.70	0.30	0.14	0.42	0.10	8.48		
1.0-1.9	22.9	2.11	1.67	.62	.38	.30	.60	.18	4.40		
2.0-2.9	29.4	1.63	1.59	.61	.39	.33	.65	.20	3.09		
3.0-3.9	20.5	1.28	1.39	.57	.43	.41	.76	.23	2.66		
4.0-4.9	13.1	1.23	1.41	.54	.46	.53	.86	.28	2.38		
5.0-5.9	6.7	1.07	1.45	.57	.43	.39	.75	.22	2.12		
6.0-6.9	2.6	1.12	1.41	.57	.43	.40	.76	.23	1.84		
7.0-7.9	1.0	.97	1.40	.62	.38	.37	.62	.23	1.83		
8.0 or more	1.0	.76	1.22	.39	.61	.97	1.55	.38	1.12		
All associations	100.0	1.44	1.47	.57	.43	.40	.74	.23	2.78		

Figure 5—Distribution of grain co-ops by rate of return to member equity, 1983



The return to total assets reflects how efficiently assets are used. It is measured by the number of dollars of net savings/profit earned per dollar of assets used. For the group of cooperatives studied, the returns averaged 5.36 cents per dollar of assets. The frequency distribution of these

cooperatives by rate of return is shown in figure 6.

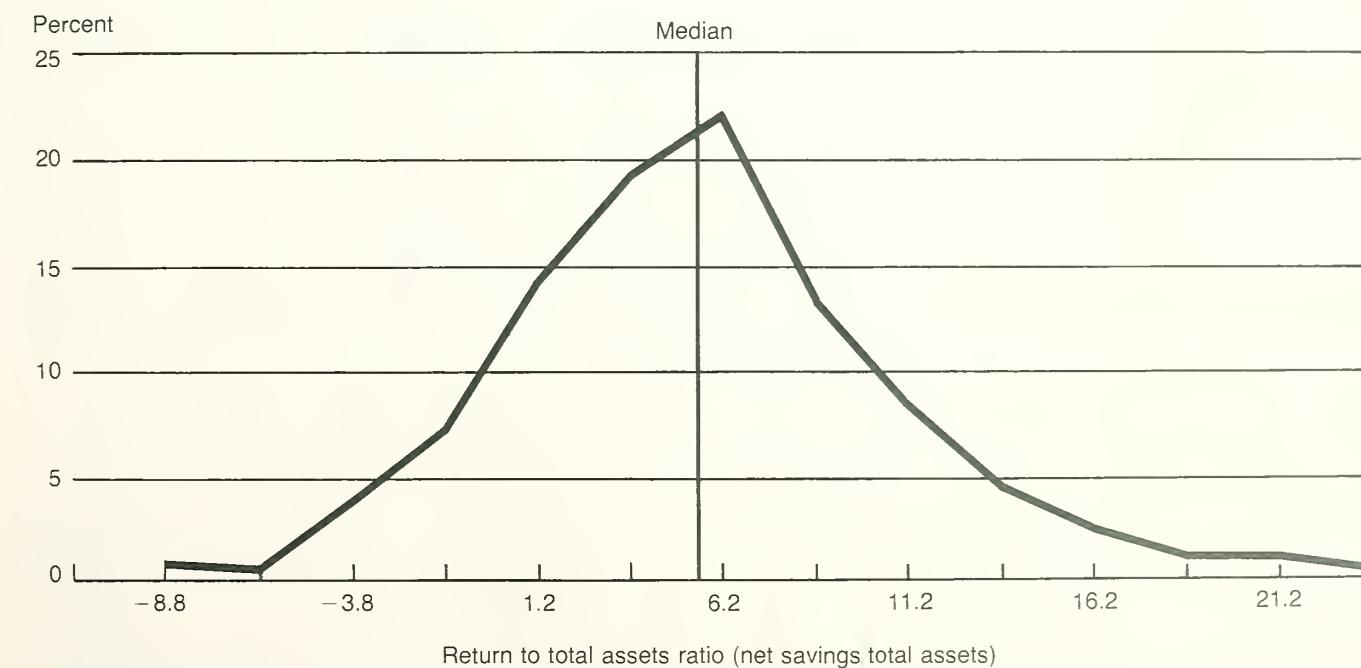
The *debt/equity* ratio shows the amount of short- and long-term debt the cooperative had in relation to the amount of members' money in the cooperative.

Table 21—Selected operating statement relationships, by net savings, 1983

Net savings (loss) ¹	Distribution of associations	Gross margins	Net savings ¹	Labor expense	Net savings ¹	Net savings ¹
		Total sales	Total sales	Total expenses	Equity	Total assets
<i>Thousand dollars</i>						
(100 or more)	4.4	5.26	(1.78)	39.6	(10.33)	(4.51)
(99)-0	8.3	5.88	(.41)	43.0	(2.56)	(1.19)
.001-99	24.7	5.29	.69	41.6	4.24	2.22
100-199	29.2	6.19	1.80	42.5	9.03	5.16
200-299	15.1	5.97	2.70	41.3	12.74	7.77
300-399	9.1	6.59	3.56	39.4	13.73	9.06
400-499	4.2	7.01	4.22	42.3	14.62	9.74
500-999	4.6	7.57	5.53	42.8	17.66	11.26
1,000 or more	.4	6.43	11.91	38.4	27.18	17.36
All associations	100.0	6.05	1.93	41.7	9.33	5.36

¹-Savings before income taxes and allocations.

Figure 6—Distribution of grain co-ops by rate of return to total assets, 1983



COOPERATIVES BY TYPES OF GRAINS HANDLED

Most cooperative associations in this study could be meaningfully grouped on the basis of grains handled—corn-soybean, wheat-sorghum, wheat-barley-oats and wheat-barley. The corn-soybean cooperatives serve primarily farmers located in the Corn Belt, the wheat-sorghum cooperatives serve largely Southern Plains farmers, the wheat-barley-oats associations provide services to grain farmers in the Northern Plains, and the wheat-barley cooperatives serve Pacific Northwest producers.

Wheat-barley associations averaged more than three locations per association and marketed 2,313,292 bushels of grain, with a turnover rate of 0.65 times. Grain sales by these associations was a much higher proportion of total sales (89 percent) than for their three counterparts (table 22).

Wheat-sorghum associations were the largest in terms of assets, with total assets of \$3,648,094. These associations had 34 percent of their balance sheet in fixed assets, compared with 35 percent for the corn-soybean and 27 percent for the wheat-barley-oats associations and 56 percent for the wheat-barley (table 23). Member equity for the four groups ranged from 69 percent for the wheat-barley group to 50 percent for the wheat-barley-oats associations.

Wheat-barley cooperatives were the largest in terms of total sales, averaging more than \$9.4 million per association (table

24). Operating efficiency, measured here as gross income generated per dollar expended, was highest for these associations at \$1.39. In contrast, their margins on sales of 3.9 percent was considerably lower than those for the wheat-barley-oats (5.2 percent) and corn-soybean (5.8 percent) and wheat-sorghum (7.6 percent) cooperatives. However, the wheat-barley cooperatives derived 63 percent of their gross income from sources other than margins on sales, largely from services provided. This compares with 28, 39, and 47 percent, respectively, for the wheat-barley-oats, corn-soybean, and wheat-sorghum associations.

Net savings for the four groups ranged from \$278,468 for the wheat-barley associations to \$126,840 for the wheat-barley-oats associations. The wheat-barley associations had double the net savings of the corn-soybean and wheat-barley-oats associations (table 25). This was in part because of the significantly higher incidence of losses reported among the corn-soybean cooperatives. All groups paid out cash patronage of at least 33 percent.

HOW DOES YOUR ASSOCIATION COMPARE?

Substantial change has taken place in the financial structure of grain cooperatives since the upsurge in grain sales in the late 1970's. This is the result of operational changes by cooperatives in response to changes occurring in exports, production, transportation, farm programs, financial markets, and the world economic situation in general.

Table 22—Grain storage capacity, marketed, and sales, by type of cooperative association, 1983

Type of association	Elevator storage capacity		Locations per association	Grain marketed per association	Turn-over rate	Proportion grain of total sales
	Per association	Per location				
----- Bushels -----						
Corn-Soybean	1,191,437	830,951	1.43	2,030,491	1.70	78.4
Wheat-Sorghum	1,769,969	816,204	2.17	1,762,481	1.00	69.0
Wheat-Barley-Oats	610,479	395,986	1.54	2,065,546	3.38	85.7
Wheat-Barley	3,555,000	1,103,276	3.22	2,313,292	.65	89.0
All associations	1,384,579	830,087	1.67	1,988,036	1.44	77.9

Table 23—Balance sheet, by type of cooperative association, 1983

Type of association	Total assets	Current assets	Investments	Net fixed assets	Other assets	Total liabilities and member equity	Current liabilities	Long-term debt	Member equity
Corn-Soybean	2,961,080	45	19	35	1	2,961,080	31	13	56
Wheat-Sorghum	3,648,094	41	24	34	1	3,648,094	26	11	63
Wheat-Barley-Oats	2,634,285	56	16	27	1	2,634,285	44	6	50
Wheat-Barley	2,996,501	34	8	56	2	2,996,501	19	12	69
All associations	3,134,754	44	19	36	1	3,134,754	30	13	57

Size Criteria

Recognizing that the adjustments made by grain cooperatives result in considerable variation in their physical and financial characteristics, four sets of tables were developed based on four size criteria—grain storage capacity, total sales, total assets, and net savings (appendix tables 1-24). With this information, it can readily be determined how an association compares with others having similar operations in the grain-producing areas of the United States.

Your Cooperative

Balance sheet and operating data have been prepared for

different sizes of cooperative elevators based on (1) storage capacity, (2) total sales, (3) total assets, and (4) net savings. This information should be beneficial to each cooperative association as a guide in managerial decisionmaking. Table A (inside back page) provides the averages for all associations and the appendix table numbers that can be used to locate the categories that fit your cooperative.

Managers and directors should be aware of their cooperatives' profiles and use them as a guide in planning. Table A provides an outline format to be used in analyzing an operating statement and balance sheet.

Table 24—Income statement, by type of cooperative association, 1983

Item	Type of association				
	Corn-Soybean	Wheat-Sorghum	Wheat-Barley-Oats	Wheat-Barley	All associations
<i>Dollars</i>					
Total sales	9,109,701	8,352,199	7,558,539	9,420,393	8,700,144
Cost of sales	8,583,833	7,715,632	7,163,200	9,052,854	8,173,579
Margins on sales	525,868	636,567	395,339	367,539	526,565
Patronage refunds received	20,411	44,773	8,071	697	23,178
Other income ¹	310,830	519,351	145,635	620,149	359,342
Gross income	857,109	1,200,691	549,045	988,385	909,085
Total expenses	717,618	994,454	422,205	709,917	741,118
Net savings ²	139,491	206,237	126,840	278,468	167,967
Gross income per dollar expense	1.19	1.21	1.30	1.39	1.23
<i>Percent</i>					
Proportion labor of total expenses	41.2	44.3	42.2	36.7	41.7

1-Includes other operating income, interest received (paid), rent, sales of assets gains/losses, etc. 2-Savings before income taxes and allocations.

Table 25—Net savings allocations, by type of cooperative association, 1983

Type of association	Net savings ¹	Distribution of net savings				
		Patronage			Total	Other ²
		Paid in cash	Retained	Percent		
<i>Dollars</i>						
Corn-Soybean	139,491	33	67	53.1	9.1	37.8
Wheat-Sorghum	206,237	35	65	84.5	3.6	11.9
Wheat-Barley-Oats	126,840	33	67	35.7	3.6	60.7
Wheat-Barley	278,468	33	67	29.1	5.0	65.9
All associations	167,967	34	66	57.5	6.1	36.4

1-Savings before income taxes and allocations.

2-Includes dividends/interest on equity capital, an educational provision, and Federal and State income taxes.

Appendix Table 1—Grain storage capacity, marketed, and sales, by grain storage capacity, 1983

Storage capacity	Distribution of associations	Elevator storage capacity		Locations per association	Grain marketed per association	Turn-over rate	Proportion grain of total sales
		Per association	Per location				
Million bushels	Percent		----- Bushels -----	Number	Bushels	Times	Percent
Less than 0.5	14.9	335,180	282,455	1.2	1,624,212	4.85	78.7
0.5-0.99	26.2	750,423	544,263	1.4	1,683,896	2.24	75.6
1.0-1.49	25.8	1,221,342	767,027	1.6	1,927,369	1.58	77.2
1.5-1.99	12.9	1,731,784	938,050	1.8	2,275,782	1.31	78.5
2.0-2.49	9.0	2,186,404	1,130,899	1.9	2,426,790	1.11	79.1
2.5-2.99	5.0	2,712,833	1,255,941	2.2	2,504,703	.92	77.1
3.0-3.99	2.6	3,294,421	1,297,802	2.5	2,566,909	.78	78.7
4.0-4.99	2.0	4,315,400	1,232,971	3.5	2,898,723	.67	81.4
5.0 or more	1.6	6,089,750	1,522,438	4.0	2,903,492	.48	93.7
All associations	100.0	1,384,579	830,087	1.7	1,988,036	1.44	77.9

Appendix table 2—Balance sheet, by grain storage capacity, 1983

Storage capacity	Distribution of associations	Total assets	Current assets	Investments	Net fixed assets	Other assets	Total liabilities and member equity	Current liabilities	Long-term debt	Member equity
Million bushels	Percent	Dollars		Percent			Dollars		Percent	
Less than 0.5	14.9	1,839,437	53.4	18.0	27.4	1.2	1,839,437	38.4	7.6	54.0
0.5-0.99	26.2	2,638,273	49.1	19.5	30.5	.9	2,638,273	35.8	10.6	53.6
1.0-1.49	25.8	3,001,301	43.9	20.6	34.9	.6	3,001,301	28.6	13.1	58.3
1.5-1.99	12.9	3,594,834	43.3	18.7	37.6	.4	3,594,834	27.7	11.9	60.4
2.0-2.49	9.0	4,186,966	39.9	19.4	40.4	.3	4,186,966	26.7	15.1	58.2
2.5-2.99	5.0	4,615,356	42.5	19.7	37.5	.3	4,615,356	26.9	14.8	58.3
3.0-3.99	2.6	4,433,976	39.0	13.7	46.8	.5	4,433,976	23.7	13.8	62.5
4.0-4.99	2.0	5,740,884	34.0	16.2	49.0	.8	5,740,884	22.9	8.8	68.3
5.0 or more	1.6	5,986,293	29.8	29.2	39.4	1.6	5,986,293	23.3	26.4	50.3
All associations	100.0	3,134,754	44.2	19.5	35.6	.7	3,134,754	30.0	12.5	57.5

Appendix table 3—Income statement, by grain storage capacity, 1983

Storage capacity	Distribution of associations	Total sales	Cost of sales	Margins on sales	Patronage refunds received	Other income 1/	Gross income	Total expenses	Net savings 2/	Gross income per dollar expense	Proportion labor of total expenses
Million bushels	Percent					Dollars					Percent
Less than 0.5	14.9	7,143,538	6,760,648	382,890	11,598	115,501	509,989	435,101	74,888	1.17	42.8
0.5-0.99	26.2	7,674,284	7,211,673	462,611	21,104	227,895	711,610	611,832	99,778	1.16	43.2
1.0-1.49	25.8	8,638,697	8,103,513	535,184	23,923	335,128	894,235	740,019	154,216	1.21	42.1
1.5-1.99	12.9	9,751,336	9,161,259	590,077	26,960	434,827	1,051,864	841,663	210,201	1.25	41.3
2.0-2.49	9.0	10,326,263	9,653,460	672,803	32,630	480,152	1,185,585	958,426	227,159	1.24	40.3
2.5-2.99	5.0	10,759,262	10,051,438	707,824	40,749	654,600	1,403,173	1,104,959	298,214	1.27	40.6
3.0-3.99	2.6	10,406,565	9,692,402	714,163	12,803	756,377	1,483,343	1,105,867	377,476	1.34	39.8
4.0-4.99	2.0	11,923,986	11,179,501	744,485	36,416	1,008,822	1,789,723	1,279,224	510,499	1.40	39.8
5.0 or more	1.6	10,293,203	9,986,787	306,416	15,340	1,535,134	1,856,890	1,319,462	537,428	1.41	38.1
All associations	100.0	8,700,144	8,173,579	526,565	23,178	359,342	909,085	741,118	167,967	1.23	41.7

1-Includes other operating income, interest received (paid), rent, sales of assets gains/losses, etc.

2-Savings before income taxes and allocations.

Appendix table 4—Net savings allocations, by grain storage capacity, 1983

Storage capacity	Distribution of associations	Net savings 1/	Distribution of net savings				
			Patronage			Other 2/	Unallocated reserves
			Paid in cash	Retained	Total		
Million bushels	Percent	Dollars				Percent	
Less than 0.5	14.9	74,888	44	56	39.8	9.4	50.8
0.5-0.99	26.2	99,778	29	71	53.7	4.6	41.7
1.0-1.49	25.8	154,216	35	65	59.6	5.6	34.8
1.5-1.99	12.9	210,201	33	67	60.4	6.5	33.1
2.0-2.49	9.0	227,159	36	64	51.2	7.7	41.1
2.5-2.99	5.0	298,214	42	58	69.9	3.9	26.2
3.0-3.99	2.6	377,476	30	70	65.3	4.5	30.2
4.0-4.99	2.0	510,499	29	71	70.9	11.6	17.5
5.0 or more	1.6	537,428	33	67	42.9	1.9	55.2
All associations	100.0	167,967	34	66	57.5	6.1	36.4

1-Savings before income taxes and allocations.

2-Includes dividends/interest on equity capital, an educational provision, and Federal and State income taxes.

Appendix table 5—Selected balance sheet ratios, by grain storage capacity, 1983

Storage capacity	Distribution of associations	Grain turnover rate	Current ratio	Equity		Total assets	Debt	Total assets	Debt	Total sales
				Total assets	Equity		Equity	Equity	Assets	Total assets
Million bushels	Percent	Times						Ratio		
Less than 0.5	14.9	4.85	1.39	0.54	0.46	0.32	0.85	0.17	3.88	
0.5-0.99	26.2	2.24	1.37	.54	.46	.40	.87	.21	2.91	
1.0-1.49	25.8	1.58	1.53	.58	.42	.42	.71	.24	2.88	
1.5-1.99	12.9	1.31	1.56	.60	.40	.40	.66	.24	2.71	
2.0-2.49	9.0	1.11	1.50	.58	.42	.46	.72	.27	2.47	
2.5-2.99	5.0	.92	1.58	.58	.42	.40	.72	.23	2.33	
3.0-3.99	2.6	.78	1.64	.63	.37	.35	.60	.22	2.35	
4.0-4.99	2.0	.67	1.48	.68	.32	.22	.46	.15	2.08	
5.0 or more	1.6	.48	1.28	.50	.50	.68	.99	.34	1.72	
All associations	100.0	1.44	1.47	.57	.43	.40	.74	.23	2.78	

Appendix table 6—Selected operating statement relationships, by grain storage capacity, 1983

Storage capacity	Distribution of associations	Gross margins		Labor expense		Net savings 1/	Net savings 1/
		Total sales	Total sales	Total expenses	Equity		
<i>Million bushels</i>							
Less than 0.5	14.9	5.36	1.05	42.8		7.55	4.07
0.5-0.99	26.2	6.03	1.30	43.2		7.06	3.78
1.0-1.49	25.8	6.20	1.79	42.1		8.81	5.14
1.5-1.99	12.9	6.05	2.16	41.3		9.69	5.85
2.0-2.49	9.0	6.52	2.20	40.3		9.32	5.43
2.5-2.99	5.0	6.58	2.77	40.6		11.08	6.46
3.0-3.99	2.6	6.86	3.63	39.8		13.62	8.51
4.0-4.99	2.0	6.24	4.28	39.8		13.02	8.89
5.0 or more	1.6	2.98	5.22	38.1		17.84	8.98
All associations	100.0	6.05	1.93	41.7		9.33	5.36

1-Savings before income taxes and allocations.

Appendix table 7—Grain storage capacity, marketed, and sales, by total sales, 1983

Total sales	Distribution of associations	Elevator storage capacity		Locations per association	Grain marketed per association	Turn-over rate	Proportion grain of total sales
		Per association	Per location				
<i>Million dollars</i>							
	Percent	<i>- - - Bushels - - -</i>		Number	Bushels	Times	Percent
5.0-5.9	16.9	857,173	707,376	1.2	1,249,602	1.46	76.5
6.0-6.9	18.3	1,120,710	731,243	1.5	1,467,724	1.31	76.4
7.0-7.9	15.3	1,172,077	851,415	1.4	1,811,614	1.55	80.3
8.0-8.9	10.3	1,459,981	872,633	1.7	1,852,653	1.27	75.7
9.0-9.9	7.8	1,314,001	721,775	1.8	2,092,909	1.59	76.0
10.0-10.9	7.8	1,600,927	931,883	1.7	2,401,896	1.50	76.3
11.0-11.9	8.1	1,726,780	823,232	2.1	2,716,846	1.57	80.6
12.0-12.9	5.7	2,180,568	988,070	2.2	2,805,237	1.29	78.7
13.0-13.9	4.8	2,213,182	931,866	2.4	2,924,653	1.32	75.7
14.0-14.9	5.0	2,139,052	938,181	2.3	3,386,852	1.58	82.0
All associations	100.0	1,384,579	830,087	1.7	1,988,036	1.44	77.9

Appendix table 8—Balance sheet, by total sales, 1983

Total sales	Distribution of associations	Total assets	Current assets	Investments	Net fixed assets	Other assets	Total liabilities and member equity	Current liabilities	Long-term debt	Member equity
<i>Million bushels</i>										
5.0- 5.9	16.9	2,040,417	45.9	18.9	33.6	1.6	2,040,417	29.2	10.4	60.4
6.0- 6.9	18.3	2,473,846	43.1	21.2	35.2	.5	2,473,846	28.3	11.1	60.6
7.0- 7.9	15.3	2,814,056	43.5	22.8	33.1	.6	2,814,056	30.6	14.6	54.8
8.0- 8.9	10.3	3,226,068	43.5	17.7	38.2	.6	3,226,068	30.1	12.7	57.2
9.0- 9.9	7.8	3,272,962	44.7	20.3	34.6	.4	3,272,962	31.5	11.8	56.7
10.0-10.9	7.8	3,904,141	41.8	19.9	37.7	.6	3,904,141	27.2	13.9	58.9
11.0-11.9	8.1	3,595,076	45.2	17.8	36.4	.6	3,595,076	29.5	13.4	57.1
12.0-12.9	5.7	4,430,113	45.2	18.7	35.6	.5	4,430,113	31.9	13.2	54.9
13.0-13.9	4.8	5,066,315	47.3	17.1	35.0	.6	5,066,315	31.9	10.6	57.5
14.0-14.9	5.0	4,557,772	43.3	17.4	38.9	.4	4,557,772	32.2	13.1	54.7
All associations	100.0	3,134,754	44.2	19.5	35.6	.7	3,134,754	30.0	12.5	57.5

Appendix table 9—Income statement, by total sales, 1983

Total sales	Distribution of associations	Total sales	Cost of sales	Margins on sales	Patronage refunds received	Other income 1/	Gross income	Total expenses	Net savings 2/	Gross income per dollar expense	Proportion labor of total expenses
<i>Million dollars</i>											
5.0- 5.9	16.9	5,482,335	5,125,073	357,262	17,147	233,329	607,738	495,479	112,259	1.23	43.4
6.0- 6.9	18.3	6,517,211	6,113,068	404,143	24,316	298,378	726,837	598,074	128,763	1.22	41.9
7.0- 7.9	15.3	7,518,456	7,091,737	426,719	17,110	340,347	784,176	634,556	149,620	1.24	40.8
8.0- 8.9	10.3	8,446,153	7,882,691	563,462	17,457	345,975	926,894	761,891	165,003	1.22	42.4
9.0- 9.9	7.8	9,486,890	8,911,381	575,509	20,649	319,597	915,755	766,712	149,043	1.19	42.3
10.0-10.9	7.8	10,451,429	9,810,043	641,386	31,685	499,465	1,172,536	941,971	230,565	1.24	41.5
11.0-11.9	8.1	11,495,812	10,800,800	695,012	26,978	364,849	1,086,839	877,631	209,208	1.24	40.6
12.0-12.9	5.7	12,376,584	11,706,283	670,301	30,449	533,123	1,233,873	1,082,891	150,982	1.14	40.8
13.0-13.9	4.8	13,449,601	12,660,315	789,286	41,664	624,785	1,455,735	1,066,156	389,579	1.37	42.2
14.0-14.9	5.0	14,473,419	13,640,596	832,823	28,401	476,355	1,337,579	1,102,071	235,508	1.21	40.7
All associations	100.0	8,700,144	8,173,579	526,565	23,178	359,342	909,085	741,118	167,967	1.23	41.7

1-Includes other operating income, interest received (paid), rent, sales of assets gains/losses, etc.

2-Savings before income taxes and allocations.

Appendix table 10—Net savings allocations, by total sales, 1983

Total sales	Distribution of associations	Net savings 1/	Distribution of net savings				
			Paid in cash	Retained	Total	Other 2/	Unallocated reserves
Million dollars	Percent	Dollars			Percent		
5.0- 5.9	16.9	112,259	39	61	56.5	5.8	37.7
6.0- 6.9	18.3	128,763	32	68	60.5	3.7	35.8
7.0- 7.9	15.3	149,620	34	66	54.9	5.6	39.5
8.0- 8.9	10.3	165,003	36	64	54.6	5.5	39.9
9.0- 9.9	7.8	149,043	32	68	51.4	8.3	40.3
10.0-10.9	7.8	230,565	35	65	60.5	7.7	31.8
11.0-11.9	8.1	209,208	28	72	57.4	6.9	35.7
12.0-12.9	5.7	150,982	32	68	59.1	13.1	27.8
13.0-13.9	4.8	389,579	40	60	64.4	3.5	32.1
14.0-14.9	5.0	235,508	31	69	52.6	5.8	41.6
All associations	100.0	167,967	34	66	57.5	6.1	36.4

1-Savings before income taxes and allocations.

2-Includes dividends/interest on equity capital, an educational provision, and Federal and State income taxes.

Appendix table 11—Selected balance sheet ratios, by total sales, 1983

Total sales	Distribution of associations	Grain turnover rate	Current ratio	Equity		Total liabilities	Debt	Total liabilities	Debt	Total sales
				Total assets	Equity					
Million dollars	Percent	Times				Ratio				
5.0- 5.9	16.9	1.46	1.57	0.60	0.40	0.34	0.66	0.20	2.69	
6.0- 6.9	18.3	1.31	1.53	.61	.39	.35	.65	.21	2.63	
7.0- 7.9	15.3	1.55	1.42	.55	.45	.44	.83	.24	2.67	
8.0- 8.9	10.3	1.27	1.44	.57	.43	.42	.75	.24	2.62	
9.0- 9.9	7.8	1.59	1.42	.57	.43	.40	.77	.23	2.90	
10.0-10.9	7.8	1.50	1.54	.59	.41	.40	.70	.24	2.68	
11.0-11.9	8.1	1.57	1.53	.57	.43	.42	.75	.24	3.20	
12.0-12.9	5.7	1.29	1.41	.55	.45	.46	.82	.25	2.79	
13.0-13.9	4.8	1.32	1.48	.57	.43	.41	.74	.23	2.65	
14.0-14.9	5.0	1.58	1.35	.55	.45	.43	.83	.23	3.18	
All associations	100.0	1.44	1.47	.57	.43	.40	.74	.23	2.78	

Appendix table 12—Selected operating statement relationships, by total sales, 1983

Total sales	Distribution of associations	Gross margins		Net savings 1/		Labor expense		Net savings 1/		Net savings 1/
		Total sales	Total sales	Total sales	Total sales	Total expenses	Equity	Total assets		
<i>Million dollars</i> ----- <i>Percent</i> -----										
5.0- 5.9	16.9	6.52	2.05	43.4	9.11	5.50				
6.0- 6.9	18.3	6.20	1.98	41.9	8.60	5.20				
7.0- 7.9	15.3	5.68	1.99	40.8	9.71	5.32				
8.0- 8.9	10.3	6.67	1.95	42.4	8.95	5.11				
9.0- 9.9	7.8	6.07	1.57	42.3	8.04	4.55				
10.0-10.9	7.8	6.14	2.21	41.5	10.02	5.91				
11.0-11.9	8.1	6.05	1.82	40.6	10.20	5.82				
12.0-12.9	5.7	5.42	1.22	40.8	6.20	3.41				
13.0-13.9	4.8	5.87	2.90	42.2	13.38	7.69				
14.0-14.9	5.0	5.75	1.63	40.7	9.45	5.17				
All associations	100.0	6.05	1.93	41.7	9.33	5.36				

1-Savings before income taxes and allocations.

Appendix table 13—Grain storage capacity, marketed, and sales, by total assets, 1983

Total assets	Distribution of associations	Elevator storage capacity		Locations per association	Grain marketed per association	Turn-over rate	Proportion grain of total sales
		Per association	Per location				
<i>Million dollars</i> ----- <i>Percent</i> ----- <i>Bushels</i> -----							
Less than 1.0	2.8	540,850	504,793	1.1	1,744,335	3.23	92.0
1.0-1.9	22.9	832,179	660,004	1.3	1,759,130	2.11	84.6
2.0-2.9	29.4	1,072,509	748,733	1.4	1,744,956	1.63	78.2
3.0-3.9	20.5	1,655,974	897,712	1.8	2,121,855	1.28	76.9
4.0-4.9	13.1	1,812,650	866,919	2.1	2,229,541	1.23	72.6
5.0-5.9	6.7	2,455,554	1,084,271	2.3	2,639,608	1.07	76.4
6.0-6.9	2.6	2,242,649	767,222	2.9	2,501,672	1.12	68.1
7.0-7.9	1.0	2,838,400	1,290,182	2.2	2,755,059	0.97	73.4
8.0 or more	1.0	3,480,801	1,338,770	2.6	2,652,653	0.76	74.4
All associations	100.0	1,384,579	830,087	1.7	1,988,036	1.44	77.9

Appendix table 14—Balance sheet, by total assets, 1983

Total assets	Distribution of associations	Total assets	Current assets	Investments	Net fixed assets	Other assets	Total liabilities and member equity	Current liabilities	Long-term debt	Member equity
<i>Million dollars</i>	<i>Percent</i>	<i>Dollars</i>		<i>Percent</i>			<i>Dollars</i>		<i>Percent</i>	
Less than 1.0	2.8	764,136	42.9	12.3	42.2	2.6	764,136	23.7	5.9	70.4
1.0-1.9	22.9	1,619,718	46.1	15.3	38.0	.6	1,619,718	27.6	10.0	62.4
2.0-2.9	29.4	2,472,361	45.4	19.9	34.1	.6	2,472,361	28.6	10.6	60.8
3.0-3.9	20.5	3,529,706	42.7	20.8	35.8	.7	3,529,706	30.8	12.4	56.8
4.0-4.9	13.1	4,454,371	43.5	19.8	35.8	.9	4,454,371	30.7	15.7	53.6
5.0-5.9	6.7	5,442,637	45.1	18.3	36.0	.6	5,442,637	31.1	11.6	57.3
6.0-6.9	2.6	6,325,836	46.6	18.4	34.8	.2	6,325,836	33.0	10.3	56.7
7.0-7.9	1.0	7,263,701	42.7	15.9	40.9	.5	7,263,701	30.5	7.6	61.9
8.0 or more	1.0	10,550,880	39.1	30.3	30.3	.3	10,550,880	32.1	28.7	39.2
All associations	100.0	3,134,754	44.2	19.5	35.6	.7	3,134,754	30.0	12.5	57.5

Appendix table 15—Income statement, by total assets, 1983

Total assets	Distribution of associations	Total sales	Cost of sales	Margins on sales	Patronage refunds received	Other income 1/	Gross income	Total expenses	Net savings 2/	Gross income per dollar expense	Proportion labor of total expenses
<i>Million dollars</i>	<i>Percent</i>						<i>Dollars</i>				<i>Percent</i>
Less than 1.0	2.8	6,480,558	6,286,640	193,918	4,847	108,251	307,016	259,508	47,508	1.18	39.7
1.0-1.9	22.9	7,120,019	6,797,322	322,697	6,379	193,637	522,713	412,765	109,948	1.27	41.8
2.0-2.9	29.4	7,644,975	7,202,362	442,613	21,574	295,234	759,421	624,120	135,301	1.22	41.3
3.0-3.9	20.5	9,390,181	8,799,192	590,989	31,271	427,511	1,049,771	856,783	192,988	1.23	42.1
4.0-4.9	13.1	10,593,704	9,847,171	746,533	30,854	400,932	1,178,319	1,006,748	171,571	1.17	42.6
5.0-5.9	6.7	11,522,713	10,721,923	800,790	42,401	649,315	1,492,506	1,179,572	312,934	1.27	40.6
6.0-6.9	2.6	11,662,084	10,793,358	868,726	37,360	639,906	1,545,992	1,229,658	316,334	1.26	43.0
7.0-7.9	1.0	13,300,074	11,943,957	1,356,117	47,843	627,440	2,031,400	1,526,363	505,037	1.33	40.3
8.0 or more	1.0	11,786,686	10,969,334	817,352	48,018	1,848,578	2,713,948	2,178,958	534,990	1.25	39.0
All associations	100.0	8,700,144	8,173,579	526,565	23,178	359,342	909,085	741,118	167,967	1.23	41.7

1-Includes other operating income, interest received (paid), rent, sales of assets gains/losses, etc.

2-Savings before income taxes and allocations.

Appendix table 16—Net savings allocations, by total assets, 1983

Total assets	Distribution of associations	Net savings 1/	Distribution of net savings				
			Patronage			Other 2/	Unallocated reserves
			Paid in cash	Retained	Total		
<i>Million dollars</i>	<i>Percent</i>	<i>Dollars</i>				<i>Percent</i>	
Less than 1.0	2.8	47,508	82	18	42.3	13.7	44.0
1.0-1.9	22.9	109,948	43	57	40.6	9.6	49.8
2.0-2.9	29.4	135,301	34	66	60.3	6.1	33.6
3.0-3.9	20.5	192,988	32	68	59.6	5.7	34.7
4.0-4.9	13.1	171,571	33	67	57.9	4.2	37.9
5.0-5.9	6.7	312,934	32	68	64.5	5.5	30.0
6.0-6.9	2.6	316,334	34	66	59.6	1.9	38.5
7.0-7.9	1.0	505,037	36	64	62.1	3.7	34.2
8.0 or more	1.0	534,990	25	75	68.7	9.0	22.3
All associations	100.0	167,967	34	66	57.5	6.1	36.4

1-Savings before income taxes and allocations.

2-Includes dividends/interest on equity capital, an educational provision, and Federal and State income taxes.

Appendix table 17—Selected balance sheet ratios, by total assets, 1983

Total assets	Distribution of associations	Grain turnover rate	Current ratio	Equity		Total liabilities	Debt	Total liabilities	Debt	Total sales
				Total assets	Total assets					
<i>Million dollars</i>	<i>Percent</i>	<i>Times</i>				<i>Ratio</i>				
Less than 1.0	2.8	3.23	1.81	0.70	0.30	0.14	0.42	0.10	8.48	
1.0-1.9	22.9	2.11	1.67	.62	.38	.30	.60	.18	4.40	
2.0-2.9	29.4	1.63	1.59	.61	.39	.33	.65	.20	3.09	
3.0-3.9	20.5	1.28	1.39	.57	.43	.41	.76	.23	2.66	
4.0-4.9	13.1	1.23	1.41	.54	.46	.53	.86	.28	2.38	
5.0-5.9	6.7	1.07	1.45	.57	.43	.39	.75	.22	2.12	
6.0-6.9	2.6	1.12	1.41	.57	.43	.40	.76	.23	1.84	
7.0-7.9	1.0	.97	1.40	.62	.38	.37	.62	.23	1.83	
8.0 or more	1.0	.76	1.22	.39	.61	.97	1.55	.38	1.12	
All associations	100.0	1.44	1.47	.57	.43	.40	.74	.23	2.78	

Appendix table 18—Selected operating statement relationships, by total assets, 1983

Total assets	Distribution of associations	Gross margins		Labor expense		Net savings 1/ Equity	Net savings 1/ Total assets
		Total sales	Net savings 1/ Total sales	Total expenses			
<i>Million dollars</i> ----- <i>Percent</i> -----							
Less than 1.0	2.8	2.99	0.73	39.7	8.83	6.22	
1.0-1.9	22.9	4.53	1.54	41.8	10.88	6.79	
2.0-2.9	29.4	5.79	1.77	41.3	9.01	5.47	
3.0-3.9	20.5	6.29	2.06	42.1	9.62	5.47	
4.0-4.9	13.1	7.05	1.62	42.6	7.18	3.85	
5.0-5.9	6.7	6.95	2.72	40.6	10.04	5.75	
6.0-6.9	2.6	7.45	2.71	43.0	8.82	5.00	
7.0-7.9	1.0	10.20	3.80	40.3	11.24	6.95	
8.0 or more	1.0	6.93	4.54	39.0	12.94	5.07	
All associations	100.0	6.05	1.93	41.7	9.33	5.36	

1-Savings before income taxes and allocations.

Appendix table 19—Grain storage capacity, marketed, and sales, by net savings, 1983

Net savings (loss)	Distribution of associations	Elevator storage capacity		Locations per association	Grain marketed per association	Turn-over rate	Proportion grain of total sales
		Per association	Per location				
<i>Thousand dollars</i> ----- <i>Percent</i> ----- <i>Bushels</i> ----- <i>Number</i> ----- <i>Bushels</i> ----- <i>Times</i> ----- <i>Percent</i>							
(100 or more)	4.4	1,401,958	717,281	2.0	1,874,746	1.34	73.5
(99)-0	8.3	1,030,837	627,466	1.6	1,721,309	1.67	73.9
.001-99	24.7	908,772	636,654	1.4	1,753,848	1.93	77.4
100-199	29.2	1,128,616	697,086	1.6	1,854,601	1.64	77.2
200-299	15.1	1,595,399	853,876	1.9	2,271,906	1.42	82.4
300-399	9.1	2,039,152	1,267,581	1.6	2,321,400	1.14	80.3
400-499	4.2	2,204,592	1,286,012	1.7	2,490,638	1.13	78.5
500-999	4.6	3,088,178	1,315,335	2.3	2,507,364	.81	73.4
1,000 or more	.4	5,667,500	1,889,167	3.0	3,458,542	.61	88.8
All associations	100.0	1,384,579	830,087	1.7	1,988,036	1.44	77.9

Appendix table 20—Balance sheet, by net savings, 1983

Net savings (loss)	Distribution of associations	Total assets	Current assets	Invest- ments	Net fixed assets	Other assets	Total liab- ilities and member equity	Current liabili- ties	Long- term debt	Member equity
<i>Thousand dollars</i>	<i>Percent</i>	<i>Dollars</i>		<i>Percent</i>			<i>Dollars</i>		<i>Percent</i>	
(100 or more)	4.4	3,692,367	42.7	25.3	29.9	2.1	3,692,367	41.7	14.7	43.6
(99)-0	8.3	2,791,916	43.0	21.3	35.2	.5	2,791,916	36.8	16.9	46.3
.001-99	24.7	2,455,652	45.9	21.3	32.1	.7	2,455,652	34.6	13.2	52.2
100-199	29.2	2,817,951	46.1	18.4	34.9	.6	2,817,951	30.6	12.2	57.2
200-299	15.1	3,206,508	43.1	18.1	38.2	.6	3,206,508	26.6	12.4	61.0
300-399	9.1	3,803,870	44.1	16.1	39.3	.5	3,803,870	25.3	8.7	66.0
400-499	4.2	4,574,597	41.8	17.4	40.1	.7	4,574,597	22.5	10.9	66.6
500-999	4.6	5,604,273	40.7	23.4	35.4	.5	5,604,273	23.0	13.3	63.7
1,000 or more	.4	7,955,950	41.1	9.4	49.3	.2	7,955,950	25.8	10.3	63.9
All associations	100.0	3,134,754	44.2	19.5	35.6	.7	3,134,754	30.0	12.5	57.5

Appendix table 21—Income statement, by net savings, 1983

Net savings (loss)	Distribu- tion of associations	Total sales	Cost of sales	Margins on sales	Patronage refunds received	Other income 1/	Gross income	Total expenses	Net savings 2/	Gross income per dollar expense	Proportion labor of total expenses
<i>Thousand dollars</i>	<i>Percent</i>					<i>Dollars</i>					<i>Percent</i>
(100 or more)	4.4	9,378,188	8,884,911	493,277	35,180	366,015	894,472	1,060,983	(166,511)	0.84	39.6
(99)-0	8.3	8,160,583	7,680,763	479,820	30,779	242,590	753,189	786,322	(33,133)	.96	43.0
.001-99	24.7	7,935,284	7,515,233	420,051	18,526	233,376	671,953	617,523	54,430	1.09	41.6
100-199	29.2	8,093,787	7,592,517	501,270	20,588	290,896	812,754	667,295	145,459	1.22	42.5
200-299	15.1	9,218,754	8,668,223	550,531	26,652	381,101	958,284	709,177	249,107	1.35	41.3
300-399	9.1	9,684,616	9,046,079	638,537	19,920	490,224	1,148,681	804,105	344,576	1.43	39.4
400-499	4.2	10,552,563	9,813,140	739,423	17,989	593,647	1,351,059	905,511	445,548	1.49	42.3
500-999	4.6	11,410,503	10,547,289	863,214	40,293	964,070	1,867,577	1,236,738	630,839	1.51	42.8
1,000 or more	.4	11,591,531	10,846,481	745,050	10,804	2,326,797	3,082,651	1,701,621	1,381,030	1.81	38.4
All associations	100.0	8,700,144	8,173,579	526,565	23,178	359,342	909,085	741,118	167,967	1.23	41.7

1-Includes other operating income, interest received (paid), rent, sales of assets gains/losses, etc.

2-Savings before income taxes and allocations.

Appendix table 22—Net savings allocations, by net savings, 1983

Net savings (loss)	Distribution of associations	Net savings (losses) 1/	Distribution of net savings (losses)				Other 2/	Unallocated reserves
			Patronage			Total		
Thousand dollars	Percent	Dollars	Paid in cash	Retained	Total	Percent		
(100 or more)	4.4	(166,511)						100.0
(99)-0	8.3	(33,133)						100.0
.001-99	24.7	54,430	38	62	36.5	8.3	55.2	
100-199	29.2	145,459	33	67	46.7	5.8	47.5	
200-299	15.1	249,107	35	65	51.5	5.5	43.0	
300-399	9.1	344,576	32	68	61.1	6.1	32.8	
400-499	4.2	445,548	32	68	54.8	3.8	41.4	
500-999	4.6	630,839	39	61	67.7	5.4	26.9	
1,000 or more	.4	1,381,030	22	78	64.0	6.5	29.5	
All associations	100.0	167,967	34	66	57.5	6.1	36.4	

1-Savings before income taxes and allocations.

2-Includes dividends/interest on equity capital, an educational provision, and Federal and State income taxes.

Appendix table 23—Selected balance sheet ratios, by net savings, 1983

Net savings (loss)	Distribution of associations	Grain turnover rate	Current ratio	Equity		Total liabilities	Debt	Total liabilities		Debt	Total sales
				Total assets	Equity			Equity	Assets		
Thousand dollars	Percent	Times	-----	-----	-----	-----	-----	Ratio	-----	-----	-----
(100 or more)	4.4	1.34	1.02	0.44	0.56	0.81	0.81	1.29	0.35	2.54	
(99)-0	8.3	1.67	1.17	.46	.54	.81	.81	1.16	.38	2.92	
.001-99	24.7	1.93	1.33	.52	.48	.52	.52	.91	.27	3.23	
100-199	29.2	1.64	1.51	.57	.43	.38	.38	.75	.22	2.87	
200-299	15.1	1.42	1.62	.61	.39	.34	.34	.64	.20	2.88	
300-399	9.1	1.14	1.74	.66	.34	.21	.21	.52	.14	2.55	
400-499	4.2	1.13	1.85	.67	.33	.26	.26	.50	.18	2.31	
500-999	4.6	.81	1.77	.64	.36	.29	.29	.57	.19	2.04	
1,000 or more	.4	.61	1.60	.64	.36	.30	.30	.57	.19	1.46	
All associations	100.0	1.44	1.47	.57	.43	.40	.40	.74	.23	2.78	

Appendix table 24—Selected operating statement relationships, by net savings, 1983

Net savings (loss)	Distribution of associations	Gross margins		Labor expense	Net savings 1/ Equity	Net savings 1/ Total assets
		Total sales	Net savings 1/ Total sales			
<i>Thousand dollars</i>						
(100 or more)	4.4	5.26	(1.78)	39.6	(10.33)	(4.51)
(99)-0	8.3	5.88	(.41)	43.0	(2.56)	(1.19)
.001-99	24.7	5.29	.69	41.6	4.24	2.22
100-199	29.2	6.19	1.80	42.5	9.03	5.16
200-299	15.1	5.97	2.70	41.3	12.74	7.77
300-399	9.1	6.59	3.56	39.4	13.73	9.06
400-499	4.2	7.01	4.22	42.3	14.62	9.74
500-999	4.6	7.57	5.53	42.8	17.66	11.26
1,000 or more	.4	6.43	11.91	38.4	27.18	17.36
All associations	100.0	6.05	1.93	41.7	9.33	5.36

1-Savings before income taxes and allocations.

Table A—A profile of your cooperative and comparisons with similar business operations, 1983

Grouping/item	Appendix tables	Unit	All associations average	From grouping		Your co-op	
				Your category	Study average	Today	Future goal
Grouping (check):							
<input type="checkbox"/> Storage capacity	1- 6						
<input type="checkbox"/> Total sales	7-12						
<input type="checkbox"/> Total assets	13-18						
<input type="checkbox"/> Net savings	19-24						
Storage capacity		Bushels	1,384,579				
Grain marketed		Bushels	1,988,036				
Turnover rate		Times	1.44				
Proportion grain		Percent	77.9				
Total assets		Dollars	3,134,754				
Long-term debt ¹		Percent	12				
Member equity ¹		Percent	57.5				
Sales		Dollars	8,700,144				
Margins on sales		Dollars	526,565				
Total expenses		Dollars	741,118				
Net savings		Dollars	167,967				
Labor of total expenses		Percent	41.7				
Net savings paid in cash		Percent	34				
Current ratio		Number	1.47				
Debt/assets		Ratio	.23				
Net savings/total sales		Percent	1.93				
Gross margins/total sales		Percent	6.05				
Other							

Note: Find your cooperative's size in the appendix table grouping in the left hand stub and enter the appropriate figures from the study.

1-Of total liabilities and member equity.

**U.S. Department of Agriculture
Agricultural Cooperative Service
Washington, DC 20250**

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